

## COMMUNITY DEVELOPMENT AND HOUSING

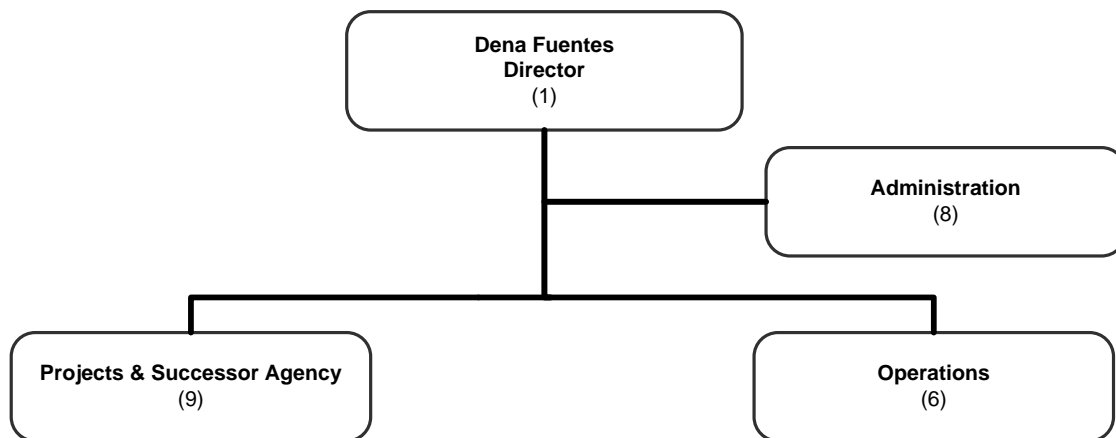
### Dena Fuentes

#### DEPARTMENT MISSION STATEMENT

*The mission of the Community Development and Housing department is to better people's lives and the communities they live in by strategically Investing and leveraging limited federal, state and local resources to achieve community and neighborhood revitalization.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16				
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position
<b>Special Revenue Funds</b>					
Community Development and Housing	37,479,790	15,723,679		21,756,111	24
Total Special Revenue Funds	37,479,790	15,723,679		21,756,111	24
<b>Capital Project Funds</b>					
Community Development and Housing	22,665,261	56,600		22,608,661	0
Total Capital Project Funds	22,665,261	56,600		22,608,661	0
<b>Total - All Funds</b>	60,145,051	15,780,279	0	44,364,772	24

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Commenced construction of Bloomington development which includes 106 affordable housing units and a new Bloomington Branch Library. Total project cost is \$34.2 million, including County investment of \$16.5 million.
- Invested Federal Community Development Block Grant (CDBG) program funds, in partnership with 12 cooperating cities, to accomplish the following: constructed or improved 15 public facilities; initiated or completed 22 infrastructure projects; completed 3,600 code enforcement inspections; demolished 2 substandard properties; and Graffiti Abatement programs restored 8,400 properties.



- Invested an additional \$2.3 million of CDBG Program Income Funds towards the construction of Needles Fire Station and Bloomington Library to enhance community services.
- Provided Fair Housing and Tenant Landlord counseling to 3,800 individuals and utilized the Emergency Solutions Grant (ESG) funds to assist 1,200 households. ESG program goals were modified to work in concert with the Department of Behavioral Health Shelter+Care program to assist families in finding long-term housing.
- Invested \$3.7 million of HOME Investment Partnership Act Grant (HOME) funds which captured \$12.1 million of additional investment to commence construction of the 50 unit Horizons Affordable Senior Housing in the City of Yucaipa.
- Completed rehabilitation of 160 affordable housing units known as Mountain Breeze Villas Apartments in the City of Highland. The \$950,000 of County HOME funds leveraged a total investment of \$19.9 million.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act to assist the County in oversee the wind down of former Redevelopment Agencies and to obtain additional revenue.
- Executed agreements to invest \$4.3 million of unobligated tax allocation bonds to the County Special District Department for water and road improvement projects in the Cedar Glen community to help the area recover and begin to rebuild.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Audit findings per Federal audit conducted.	0	0	5	0
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Meet Federal requirement that the unspent CDBG grant allocation is not more than 150% of current year allocation on April 30th.	Yes	Yes	Yes	Yes
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of Housing Grant Funds Commitment Deadlines met.	100%	100%	100%	100%
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of Federal Housing Grant funds spent by County.	100%	100%	93%	100%
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Activities (such as direct mail, email campaigns and events) informing constituents of foreclosure prevention events and programs.	72	50	41	45
STRATEGY	Continue to work with cities, housing counseling agencies, government entities and lenders to promote foreclosure prevention events and encourage homeowner participation in events and programs to maintain levels of homeownership.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Unique page views on the County and JPA websites, which provide foreclosure prevention information to homeowners within the County.	12,294	6,000	2,593	2,500
STRATEGY	Continue to work with cities, housing counseling agencies, government entities and lenders to promote foreclosure prevention events and encourage homeowner participation in events and programs to maintain levels of homeownership.					
COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue the County role of convening conversations on community collaboration and collective action.	Active organizations in the Affordable Housing Collaborative.	124	124	152	160
STRATEGY	Create an Affordable Housing Collaborative to create relationships and share ideas on leveraging affordable housing and other County resources to effectuate community and neighborhood revitalization.					
COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Continue the County role of convening conversations on community collaboration and collective action.	Activities, events and programs completed by the Affordable Housing Collaborative.	3	6	6	6
STRATEGY	Create an Affordable Housing Collaborative to create relationships and share ideas on leveraging affordable housing and other County resources to effectuate community and neighborhood revitalization.					



## Community Development and Housing

### DESCRIPTION OF MAJOR SERVICES

Community Development and Housing (CDH) seeks to better the quality of life for the residents of San Bernardino County by providing community and housing development resources for low and moderate income families, individuals and communities. CDH invests several Federal Department of Housing and Urban Development (HUD) grants to undertake needed infrastructure projects and services for targeted communities. Housing grant funds are leveraged to develop vision-based affordable housing communities.

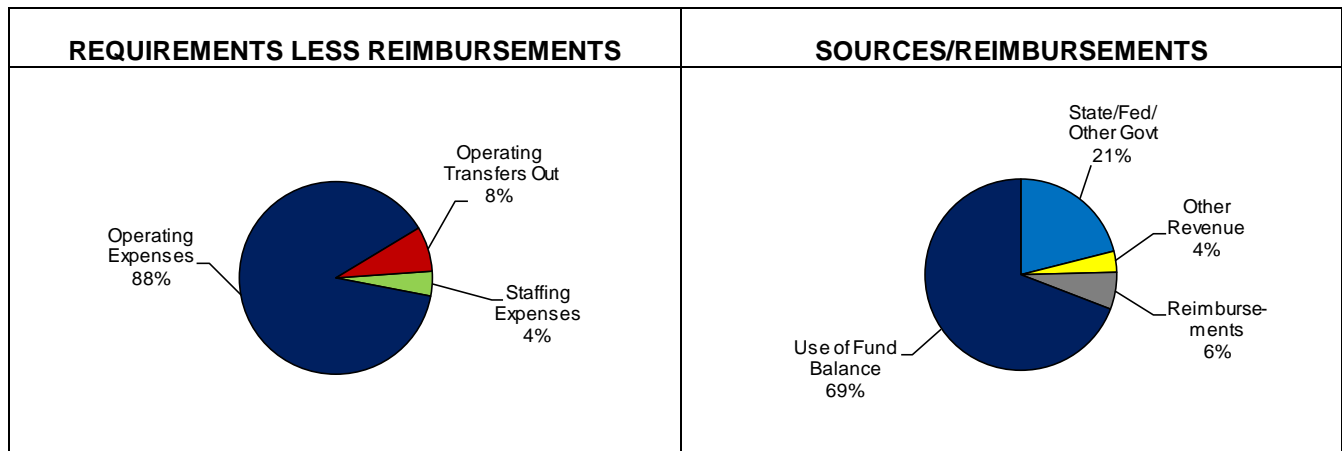
#### Budget at a Glance

Requirements Less Reimbursements	\$64,169,397
Sources/Reimbursements	\$19,804,625
Use of/ (Contribution to) Fund Balance	\$44,364,772
Total Staff	24

As part of its efforts to reduce foreclosures and stabilize neighborhoods within the County, in 2012, CDH implemented a Homeownership Protection program to inform homeowners of state and local foreclosure prevention resources. Through a dedicated website, email distribution and social media advertising, the Program provides information on local foreclosure prevention events, financial coaching, home repair workshops, and homebuyer resources for residents as well.

Additionally, CDH is responsible to complete the County's remaining redevelopment activities under the auspices of the County of San Bernardino's Successor Agency, Oversight Board, and Housing Successor. This includes ensuring the enforceable financial obligations are retired, selling the Successor Agency's assets, and completing all remaining capital projects. CDH also manages the Countywide Redevelopment Dissolution process for all 26 successor agencies operating in the County.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Economic Development  
 DEPARTMENT: Community Development and Housing  
 FUND: Community Development and Housing

BUDGET UNIT: Various  
 FUNCTION: Public Assistance  
 ACTIVITY: Other Assistance

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	1,872,920	1,796,203	2,132,778	2,337,630	2,698,685	2,659,788	(38,897)
Operating Expenses	29,004,275	25,151,669	14,791,082	19,510,010	68,997,014	56,672,331	(12,324,683)
Capital Expenditures	2,285,449	362,157	1,389,791	0	0	0	0
Total Exp Authority	33,162,644	27,310,029	18,313,651	21,847,640	71,695,699	59,332,119	(12,363,580)
Reimbursements	(1,913,666)	(5,683,921)	(3,019,955)	(3,784,136)	(4,386,759)	(4,024,346)	362,413
Total Appropriation	31,248,978	21,626,108	15,293,696	18,063,504	67,308,940	55,307,773	(12,001,167)
Operating Transfers Out	3,823,296	3,997,373	1,327,983	6,543,864	7,910,914	4,837,278	(3,073,636)
Total Requirements	35,072,274	25,623,481	16,621,679	24,607,368	75,219,854	60,145,051	(15,074,803)
<b>Sources</b>							
Taxes	1,153,330	0	23,410	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	29,251,744	18,371,307	11,947,976	10,086,460	16,709,559	13,496,259	(3,213,300)
Fee/Rate	13,603	2,048	32,482	1,175	0	0	0
Other Revenue	3,046,400	16,327,544	1,820,052	25,530,501	25,527,355	2,134,020	(23,393,335)
Total Revenue	33,465,077	34,700,899	13,823,920	35,618,136	42,236,914	15,630,279	(26,606,635)
Operating Transfers In	320,852	650,425	824,276	200,000	200,000	150,000	(50,000)
Total Financing Sources	33,785,929	35,351,324	14,648,196	35,818,136	42,436,914	15,780,279	(26,656,635)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	1,286,345	(9,727,843)	1,973,483	(11,210,768)	32,782,940	44,364,772	11,581,832
Available Reserves					371,064	0	(371,064)
Total Fund Balance					33,154,004	44,364,772	11,210,768
Budgeted Staffing*	26	18	21	24	24	24	0

\*Data represents modified budgeted staffing

## DETAIL OF 2015-16 RECOMMENDED BUDGET

2015-16					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Total Special Revenue Funds	37,479,790	15,723,679	21,756,111	0	24
Total Capital Project Funds	22,665,261	56,600	22,608,661	0	0
<b>Total - All Funds</b>	<b>60,145,051</b>	<b>15,780,279</b>	<b>44,364,772</b>	<b>0</b>	<b>24</b>



## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Total requirements of \$60.1 million primarily consist of operating expenses related to infrastructure construction projects and community development programs which include \$18.9 million for infrastructure improvements in the areas surrounding San Sevaïne and Cedar Glen communities.

Sources of \$15.8 million are primarily related to Federal grant revenue of \$10.9 million. These grants include the Emergency Solutions Grant, HOME Grant and CDBG Grant that includes low-moderate housing services and CDBG activities.

The 2015-16 Operating Transfer In amount of \$150,000 reflects a transfer of Discretionary General Funding from the General Fund for costs to manage the Countywide oversight of the cities' Redevelopment Agency dissolution.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$15.1 million as a result of decreased expenditures related to fund one-time housing projects, such as Bloomington (\$10.2 million) and Cedar Glen (\$4.3 million), which are not being funded at the same levels in 2015-16.

Sources are decreasing by \$26.7 million primarily due to the one-time transfer in of \$23.0 million in redevelopment bond funds from the Successor Agency to CDH in 2014-15. In 2014-15 the Department of Finance approved the transfer of redevelopment bond funds from the Successor Agency to CDH. Of these monies \$4.3 million was used in 2014-15 and the remaining \$18.7 million is available for projects that comply with the covenants of these bonds.

Federal funding is expected to decrease by \$3.2 million due to a change in budgeting practice regarding HOME Grant revenues. For 2015-16 the budgeted amount includes only those projects that are currently expected to be funded, rather than including the entire grant amount as was done in 2014-15. As additional HOME projects are identified an increase in Federal revenues will be requested on a quarterly budget report.

## ANALYSIS OF FUND BALANCE

All use of Fund Balance is for one-time expenditures. Some of these expenditures include infrastructure improvements, housing assistance and the purchase of a new automated system to track Federal expenditures and receipts. The majority of departmental fund balance represents monies received in the last two years from the dissolution of redevelopment agencies, representing bond and housing funds. The Fund Balance also includes revenues from sales of property and repayment of HUD loans. As these funds are expended on projects departmental appropriation requests will be reduced.

## 2015-16 POSITION SUMMARY\*

Division	2014-15 Modified Staffing	Adds	Deletes	Re-Orgs	2015-16 Recommended	Limited	Regular
Administration	10	1	-2	0	9	0	9
Projects & Successor Agency	7	2	-1	1	9	3	6
Operations	7	0	0	-1	6	1	5
Total	24	3	-3	0	24	4	20

\*Detailed classification listing available in Appendix D



## **STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.7 million fund 24 budgeted positions of which 20 are regular positions and 4 are limited term positions. Three positions were deleted (Public Service Employee, Contract Housing Project Manager II and Executive Secretary II) and three positions were added (Secretary II and 2 Contract Housing Project Manager II). One position was reorganized internal to the department by moving a Contract Housing Analyst position from the Operations Division to the Projects and Successor Agency Division.

